****

**Project Closure Report**

|  |  |
| --- | --- |
| **Project Name** | R360 Phase III |
| **Project Sponsor** | Thomas Foresta |
| **Business Unit Manager** |  |
| **Project Manager** | Chad Doorley / Janet Silva |
| **Departments (s)** |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Project Start Date: | 4/11/2024 | Project End Date: | 09/04/2025 |
|  |  |  |  |
|  |  |  |  |
| Planned Costs: |  | Actual Costs: |  |

Reason for Project Closure:

The Project has been completed successfully

### 1.0 Project Background Overview

|  |
| --- |
| Briefly describe the project. Refer back to the Purpose of the Project in the Project Charter  To leverage the existing R360 data model by confirming the householding business rules, where it will be housed and how it will be maintained on a monthly basis. This will provide a better understanding of the current customer relationship and increase chances for new and growing business opportunities. |

### 2.0 Success Criteria Performance

|  |  |
| --- | --- |
| Success Criteria from Charter *List Objectives & Deliverables from Section 3 of the Charter in this column* | Was this accomplished? If not, explain why |
| Clearly define what constitutes a relationship | Yes (shared address OR shared ownership roles on accounts) |
| Replace built-in Household field in COCC with Relationship Key | Yes, although several reports and processes still rely on old household and a full shift over hasn’t occurred yet. |
| Develop a process for each business line to maintain Relationship Key | N/A. As long as COCC is accurate, the household groupings will be applied automatically based on address & ownership fields |
| Implement a new field in core database | Yes |
| Define relationships | Yes |
|  |  |
|  |  |

### 3.0 Project Highlights and Best Practices

|  |
| --- |
| BCSB's customers often have multiple accounts across different business lines (retail, commercial), but there was no systematic way to understand these relationships. This made it difficult to:  - Identify total customer exposure for risk management  - Provide coordinated customer service across departments  - Understand household relationships for marketing and analytics  - Analyze business relationship concentrations for regulatory reporting  The key successfully moves beyond built in household key and leverages address & ownership roles to define relationships. This has had great success in grouping items on the Commercial side for the Status Page already (operational since beginning of 2025).  This reduces the manual maintenance and a file can be supplied to operations on a weekly basis to update this. This can be used in reporting to get understand relationships. |

### 4.0 Milestones, Deliverables and Schedule Performance

|  |  |  |  |
| --- | --- | --- | --- |
| Project Milestones | Plan Date | Actual Date | Comments |
| R360 Model Testing & Validation based on agreed upon business rules | 2/15/25 | 2/25/25 | Over the course of 60 days, the BI team will work with business line owners to get eyes on the key and validate that it is functioning as designed |
| Review Impact on Reporting/Capabilities | 3/30/2025 | 3/30/2025 | There are several reports that rely on household number and need to adopt new key. Status Page already has been transitioned to the portfolio key for a more holistic grouping of the relationship, with great feedback from Credit/Commercial side for accuracy. |
| Store Portfolio Key in New Field in COCC | 3/30/2025 | 6/17/2025 | Storage the Portfolio Key in COCC for centralization. Progress stalled here due to several failures to upload the file, troubleshooting, communication, and competing priorities. |
| Defined Best Practices for each Business Line to keep unified relationship key clean & accurate | 3/30/2025 | 3/30/2025 | System has been developed for generation of the key on daily cadence and this gets updated to COCC on a weekly basis |

### 5.0 Project Budget Performance

*Use the Actual Amount from the Project Charter in the “Planned Amount” and indicate the Actual Amount as of Project Closure. See Section 7.0 Project Budget of Project Charter.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Planned Amount | Actual Amount | On Going Support Cost | Transaction Based Fees | Explain Variance |
| System or Software as a Service | | |  |  |  |
| * Software |  |  |  |  |  |
| * Hardware |  |  |  |  |  |
| Professional Services | | |  |  |  |
| * Consulting |  |  |  |  |  |
| * Training |  |  |  |  |  |
| COCC Integration or ongoing support cost | | |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

### 6.0 Quality Management

*Describe quality assurance, i.e, what you have carried out to ensure quality results*

|  |
| --- |
| Internal testing/validation against COCC relationship summary screen was performed during development and is continuously monitored for edge cases. Status Pages on Commercial side that are reviewed by Credit Analysts/Portfolio Managers who understand the complex relationships. On Deposit side, a concentration of deposits report was created and reviewed by Finance and this help identify monster household with specific shared attributes (being assigned to 29 broadway as a link, having ownership roles across law accounts affecting RI Bar & MA IOLTA Committee) |

### Efficiencies Gained

### 7.0 Describe Details of efficiencies gained and associated metrics

Incredible efficiency over creating & maintaining something like this by hand or through manual effort. Allows deeper insight into customers/segments and already powers a host of downstream reports and processes. The system includes ability to modify logic to handle complexities as long as the rules can be defined and broadly applicable

### 8.0 Project Risks Mitigated

Project encountered a fair share of risks and timeline overruns, which were not mitigated as well as they could have been. The project got put on the backburner to other competing projects and faced a challenge with storing this in COCC. This has been resolved after several months.

### 9.0 Transition in ownership

*Describe the transition in ownership from implementation to operational team(s)*

This will continue to be processed daily and used for data & analytics purposes, as well as pushing to COCC to update on a weekly basis. Operations will be responsible for taking the provided CSV and updating the user field on a weekly basis through a mass upload file.

### 10.0 Lessons Learned

*Describe Lessons Learned and what was unexpected*

Deep knowledge into householding algorithms gained, experience with a drawn out project and unexpected challenge getting the field into COCC (thought this would be the easiest piece). Competing priorities, collaboration across teams and timeline overruns played a role and provided a great experience to learn from and take into account for more successful project execution in the future.

|  |  |
| --- | --- |
| Author(s) |  |
|  | Project Manager /Author: (Chad Doorley / Janet Silva) | |
|  |  | |
|  |  | |
|  | Project Sponsor (Thomas Foresta) | |
|  |  | |
| EPMO Approval |  | |
|  | EPMO Steering Committee Approval (Enter Date of Committee Approval) | |
|  |  | |